



**Eugene
Fire & Emergency Medical
Services Department**



**Springfield
Fire & Life Safety
Department**



**WORK PLAN
PERFORMANCE REPORT
July 1, 2011 – August 31, 2011**

WORK PLAN PERFORMANCE REPORTS

Work plan performance reports contain detailed performance reporting information of progress towards achieving the strategic goals and objectives outlined in the combined strategic plan and companion document work plan for the Eugene Fire & EMS and Springfield Fire & Life Safety Departments (Metro departments) for the four-year performance period of July 2011 through June 2015. Work plan performance reports are completed and posted to both departments' websites every four months in February, June and October.

This document includes work plan performance reports for the reporting period of July 1, 2011 through August 31, 2011.

Our websites can be found at: www.eugene-or.gov, under *Departments, Fire and Emergency Medical Services*; and www.ci.springfield.or.us, under *Government, Fire and Life Safety*. We invite you to visit our websites to learn more about our two departments.

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- **Objective A-1: Expand current public education, public information and public relations efforts to help the community better understand all aspects of Eugene Fire & EMS, Springfield Fire & Life Safety and the Central Lane Ambulance Transport System (ATS), including services and costs.**
 - Production of an overview video of the Eugene Fire & EMS and Springfield Fire & Life Safety Departments is near completion. The video will be used at future presentations, community events, etc. to help the community better understand all aspects of both departments. Funding for this project is coming from Telecomm grant funds. The video will also be posted on the Metro departments' websites.
 - Featured segments on issues with funding ambulance service and the work of a Deputy Fire Marshal on the *Working City* television program.
 - The local media covered numerous stories during this reporting period including the Confidence and Leadership Camp for Young Women, emergency medical training exercises in collaboration with the University of Oregon, water safety on the Willamette River, and a car seat clinic in collaboration with ACTS Oregon's Child Safety Seat Resource Center, the Memorandum of Understanding (MOU) that was signed to merge the Metro departments Fire Marshal's Offices.
 - Issued a Request for Proposal (RFP) for Records Management System (RMS) programs to enhance or replace the current in-house scheduling program.
 - Continued regular participation on Eugene's Public Information Team, and on related subcommittees.
 - Continued Community Relations staff training towards developing a Speakers Bureau.
 - Regularly provided department news for the weekly Eugene City Council newsletter.
 - Continued to ensure that all community member-initiated contacts are processed effectively in a timely manner.
 - Continued to work towards communicating more consistent messages for all public education, public information and public relations efforts.
 - Continued to participate in the citywide team to develop and implement the replacement of the City of Eugene's website.
 - Continued work to maintain department-level websites. The City of Eugene is at least one year away from purchasing a new platform to develop their new and improved website, which somewhat limits the ability to update the website at the department level.
 - Continued to develop and maintain collaborative working relationships with the local media.
- **Objective A-2: Maintain a good working relationship with Looking Glass Youth & Family Services to continue participation in the Project Safe Place Program.**
 - The Project Safe Place Program continues without any issues.
 - Discussed the need to schedule a training for all personnel to maintain awareness and involvement in the Project Safe Place Program.

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- **Objective A-3: Attend and participate in annual community events (e.g., NAACP Freedom Fund Dinner, Oregon Asian Celebration, Fiesta Latina, National Night Out, Springfield Christmas Parade, Neighborhood Summit, Project Homeless Connect, Fire Prevention Week Activities, Safety Town, etc.).**
 - Attended and participated in the following community events: Touch a Truck; Lights of Liberty; Springfield Summer Fest; Eugene Police/Fire Benevolent Pool Party; IAFF Fill-the-Boot Campaign; Springfield Fire Department 125th Anniversary; Eugene Library, Recreation & Cultural Services BBQ for Police and Fire Personnel; Springfield National Night Out; Lane County Fair; Eugene Celebration Parade.
- **Objective A-4: Involve operations personnel in fire prevention-related outreach efforts (e.g., smoke alarm inspections in mobile home parks, New Year's Eve and Halloween sweeps, Fire Prevention Week Events, etc.).**
 - Planning and coordinating schedule for crews at Fire Prevention Week events in progress.
 - Continued to involve Shift Operations personnel in assisting with the Smoke Detector Program.
 - Cody, the Official Fire Safety Dalmatian presented Fire Safety Quotes on KUGN (live radio) twice during the reporting period. He also made a presentation to approximately 150 preschool age children at Safety Town along with Eugene Police Department personnel, as well as to a group of eight home school children and four adults.
- **Objective A-5: Provide station tours, crew visits, ride-alongs and neighborhood presentations.**
 - The Department Applications Team (DAT) Project Proposal made in January of 2011 to improve, standardize and streamline the process for coordinating and recording station tours, crew visits, and other pub ed-type events is currently on hold until the new RMS has been purchased and integrated with existing systems.
 - Fire crews made presentations to five community groups during the reporting period, providing fire safety information to an estimated 1,769 individuals, mostly young students.
 - Fire crews also hosted 14 station tours during the reporting period for a total of 320 visitors, and in addition, provided ride-alongs to 19 individuals.

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none"> Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- Objective B-1: Continue to promote cultural awareness and competency of the current workforce.**
 - Participated in Springfield's Inclusion & Diversity Task Team. Community Relations staff made a presentation to Springfield Inclusion & Diversity Task Team members on the history of Eugene's Equity & Human Rights Board, as well as the citywide Diversity & Equity Strategic Plan (DESP).
 - Fire Marshal's Office personnel participated in cultural competencies training.
 - Springfield personnel participated in trainings and workshops that had a diversity, equity and/or human rights focus.
 - Continued to embed human rights, cultural awareness and competency components into the promotional process curriculum for Shift Operations personnel.
 - Continued to attend and participate in the following citywide meetings, and share information with department personnel: Equity and Human Rights Board; Leadership / Capacity / Measurement & Accountability Resource Group.
- Objective B-2: Engage underrepresented populations in the fire and emergency medical services industry.**
 - During the reporting period, 15 young women between the ages of 15 and 19 years old graduated from the first annual Confidence and Leadership Fire Camp for Young Women, hosted by the Eugene Fire & EMS and Springfield Fire & Life Safety Departments. This camp provided a safe environment to introduce the young women to fire and emergency medical services, taught them leadership, confidence and team-building skills by providing them with instruction and hands-on drills in rope rappelling, live fire burns, physical fitness training, and emergency medical treatment. Camp participants also heard from a wide variety of local female community leaders who spoke on the topics of confidence and leadership – such as the Deputy Chief of Shift Operations for Eugene and Springfield Fire, a Medical Doctor and Emergency Physician at Sacred Heart at RiverBend and University District, a Lieutenant and SWAT Commander with the Eugene Police Department, a Police Officer with the Eugene Police Department, a Douglas County Circuit Court Judge, a Retired Douglas County Circuit Court Judge, a Naturopathic Doctor with Corvallis Heartspring Wellness Center, and a Doctor of Veterinary Medicine who runs a private practice.
 - All personnel from the Metro departments completed and passed courses IS-701.a, IS-702.a, IS-703.a and IS-704.a to maintain compliance with the Federal Emergency Management Agencies (FEMA) National Incident Management Systems (NIMS).
 - Continued compliance with OAR 125-055-0005 in Springfield as a Qualified Rehabilitation Facility (QRF) to provide work experience to retrain and enter seniors into the workforce, and prioritize people with disabilities in hiring processes.
 - A female Firefighter is participating in the Engineer Development Program (EDP).

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- **Objective B-3: Enhance accessibility for non-English-speaking members of the community.**
 - As part of the process to develop the citywide Diversity & Equity Strategic Plan (DESP), the City of Eugene used a student group from the University of Oregon's Community Planning Workshop (CPW) to develop a process to gather feedback from underrepresented communities. With this information the CPW students created a draft Outreach / Public Participation Guide, which has been refined and finalized by City staff, and is now being used regularly throughout the organization in outreach processes. Community Relations staff shared the Outreach / Public Participation Guide with Metro Fire Division Managers and the City of Springfield's Inclusion & Diversity Task Team to use as a tool for outreach to underrepresented populations.
 - In working on the DESP action item to *Increase Citywide Language Access and Interpretation Resources*, the City of Eugene is again using a student group from the CPW to assist with conducting a review of current assets and resources, so that staff can develop a plan to address gaps in language access.
 - Continued participation on Eugene's Strategic Communications Planning Team, and on related subcommittees. These groups are working to develop a citywide Strategic Communications Plan.
 - Worked with Eugene Public Library staff to create Braille versions of public education informational brochures.
 - Printed and distributed code enforcement and public education materials in Spanish.
 - Printed and distributed FireMed Ambulance Membership materials in Spanish.
 - Continued work on access to the Rosetta Stone Spanish Language Tutorial for Springfield Fire & Life Safety personnel.
 - Continued to work on developing a reliable method of tracking personnel participation in the use of the Rosetta Stone Spanish Language Tutorial.
- **Objective B-4: Maintain high school and college career days in conjunction with school career fairs, while pursuing funding to support a cadet program.**
 - In collaboration with Lane Education Service District (ESD), participated in a teen career day at the Lane County Fair Grounds.
 - Continued to run a teen career day outreach program twice a year, which provides high school students with a day of exposure to the fire and emergency medical services field and a concurrent job fair.
 - Continued to pursue funding to support a cadet program.
 - Continued to participate in Springfield middle and high school career fairs.

GOAL C

Refine the Ambulance Transport System (ATS)

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- **Objective C-1: Look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources.**
 - Continued Eugene Fire & EMS' partnership with Rural Metro Ambulance to provide non-emergency, non-immediate transport services.
 - Signed a Memorandum of Understanding (MOU) between the City of Springfield and Rural Metro Ambulance to also provide non-emergency inter-facility transports in Springfield's Ambulance Service Area (ASA).
 - Continued partnership with Life Flight Network to provide emergency air medical services as part of the efforts in working towards the longer term vision of developing a regional fire, rescue and emergency medical services delivery system.
 - Continued work with the physician for Central Lane 9-1-1 to identify Alpha acuity levels 1, 2 and 3.
 - Standard Operating Procedures (SOPs) and Protocols regarding this service area have been updated.
 - Signed an agreement for a 180-day trial with Lane Rural Fire/Rescue and Lane County FD #1 on assuming Zone 3 within Ambulance Service Area (ASA) #4, mostly to the west of Eugene, to provide more of a rural metro split. A re-evaluation will follow the 180-day trial period.
 - Started work to reconvene the Ambulance Transport System (ATS) Joint Elected Officials (JEO) Task Force to address ambulance transport system funding issues at a policymaker level.
 - Started work to ask the Mayor and City Council to adopt an ordinance to impose fire and emergency medical services response fees when fire or emergency medical services personnel respond to incidents involving out-of-area persons who are not members of the FireMed Ambulance Membership Program or a reciprocating FireMed program.
 - Continued work with hospitals on transport issues, including continued discussions with key hospital staff, Medical Directors and other area partner agencies on the appropriate use of Life Flight.
 - Began to explore the possibility of Life Flight adding critical care ground transportation as a part of their service.
 - Posted an updated version of the video *Ambulance Funding: Matching Resources to Needs* to both departments' websites.
- **Objective C-2: Unify Eugene Fire & EMS and Springfield Fire & Life Safety's ambulance protocols and policies.**
 - Unified Standard Operating Procedures (SOPs) and protocols regarding this service area. Work will continue in the future to further refine policies and protocols.
 - Started work to align workflow and electronic Patient Care Reporting (ePCR) programs.
 - Continued to work with the Lane County Medical Control Board to maintain ambulance protocols and policies.
 - Continued to facilitate meetings of the Medical Directors with an emphasis on protocols.

GOAL C

Refine the Ambulance Transport System (ATS)

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Eugene Council Goals:	<ul style="list-style-type: none">• Fair, Stable and Adequate Financial Resources

- Continued work to align existing field equipment and look at other equipment.
 - During the reporting period, started the work to form a Joint EMS Committee that includes members of both departments.
 - The EMS Chief (Eugene) position has been reorganized to place a greater emphasis on oversight of the Metro departments' EMS Section and direct supervision of the EMS Officer (Springfield).
- **Objective C-3: Collaborate with adjacent Ambulance Service Areas (ASAs) on ordering emergency medical equipment and supplies.**
 - Continued work between the Metro departments' Logistics Section staff to work on developing common specifications for emergency medical equipment and supplies between the two departments, and to pool resources and order as a single unit.
 - As an Oregon State Ambulance Association (OSAA) member, purchased emergency medical supplies and equipment taking advantage of their nationwide contract.
 - As part of the Eugene/Springfield Merger Initiative, forming a Joint EMS Committee in progress. The Joint EMS Committee will act as a liaison between line personnel and management to identify areas of concern regarding EMS issues, and will help the Metro departments maintain Bloodborne Pathogens Act compliance by getting input from line personnel on safety and other equipment.

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
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- **Objective D-1: Produce quarterly and annual reports to show measures of performance-based service objectives, and post reports on both departments' websites.**
 - During the reporting period, a Net Enterprise contribution of \$175,245 was made to the Springfield Ambulance Fund.
 - During the reporting period, 81 percent of emergency ambulances responded within eight minutes.
 - During the reporting period, 60 percent of fires were responded to within five minutes.
 - During the reporting period, travel time for first arriving units in Risk Area A for all emergency incidents was 00:05:14 for Eugene and 00:04:07 for Springfield.
 - During the reporting period, travel time for all units needed for effective initial response to arrive on scene for structure fires was 00:07:16 (80th percentile) for Eugene and 00:08:15 (80th percentile) for Springfield.
 - During the reporting period, response times for ambulance transports were 00:12:58 (85th percentile) for Eugene and 00:09:07 (85th percentile) for Springfield.
 - During the reporting period, response times for Eugene Airport were 00:02:53 (80th percentile).
 - Compiled data for the Statistics Report (including ASA statistics in compliance with Lane County code Chapter 18), and issued report.
 - During the reporting period, Eugene Fire & EMS responded to a total of 3,914 calls for service, and Springfield Fire & Life Safety responded to a total of 2,111 calls for service.
 - Continued ongoing review of contracts and administrative orders.
 - Completed and published the fiscal year 2010 Standards of Response Coverage document for the Metro departments, and continued to monitor service measure contained within.
 - Began process to update the fiscal year 2011 Standards of Response Coverage document for the Metro departments.
 - Completed the fiscal year 2011 Annual Report.
 - Continued to perform ongoing review of SOPs.
 - During the reporting period, there were no civilian fire deaths.
 - Continued to participate in ICMA benchmarking and submit information as requested.
 - Continued to maintain Exempt Status through the Oregon State Fire Marshal's Office.
 - Continued to maintain current Sustainability and Environmental Management Practices, and post on both departments' websites.
- **Objective D-2: Evaluate response coverage and adjust to maintain adequate response reliability, while considering future growth and expansion.**
 - In collaboration with Public Works staff, continued street design standards work on the Glenwood Refinement Plan.
 - The 180-day trial agreement with Lane Rural Fire/Rescue and Lane County FD #1 to assume Zone 3 within Ambulance Service Area (ASA) #4, mostly to the west of Eugene, to provide more of a rural metro split, should help maintain response reliability.
 - Completed and published the fiscal year 2010 Standards of Response Coverage document for the Metro departments, and continued to monitor service measure contained within.

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- Held discussions with a Springfield City Councilor on possible changes to Zone 4 within ASA #5, which if implemented, could affect response coverage and reliability in Springfield, including the area even farther up the McKenzie River Highway, and surrounding national forest lands both north and south of the highway, which is considered frontier.
- Signed a Memorandum of Understanding (MOU) between the City of Springfield and Rural Metro Ambulance to provide non-emergency inter-facility transports so that fire-based emergency ambulances will be more available for emergency response.
- **Objective D-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.**
 - Fire Marshal's Office staff have taken on responsibility for the creation of pre-incident plan drawings to facilitate emergency response efficiency, and to address concerns for firefighter safety in emergency response. The drawings will be submitted in an electronic format for use on fire apparatus Mobile Data Computers and will be accessible to Company Officers while en route to emergency incidents.
 - The Metro departments are working to standardize naming processes for pre-emergency plans.
 - In collaboration with Central Information Services Division staff, continued work to improve the way pre-emergency plans are posted.
 - Issued a Request for Proposal (RFP) for Records Management System (RMS) programs to enhance or replace the current in-house scheduling program. The new RMS is expected to provide the Metro departments with more support for pre-emergency plans in general.
- **Objective D-4: Maintain an Insurance Services Office (ISO) Class 3 rating while taking steps towards attaining a Class 2 rating.**
 - Completed and published the fiscal year 2010 Standards of Response Coverage document for the Metro departments, and continued to monitor service measure contained within.
 - Continued to explore technical solutions to address issues identified by ISO for Eugene and Springfield in Central Lane 9-1-1.
 - Lane Council of Governments (LCOG) staff are in the final stages of developing an ISO rating look-up program. Once this program is up and running, the link will be posted on the Metro departments' websites.
 - Received notification from ISO that Eugene Fire & EMS and Springfield Fire & Life Safety are in the queue to be re-evaluated as a Metro department.
 - Continued work on looking into the most appropriate location for truck companies to respond to emergencies as quickly as possible based on standards of coverage – the final report will show how changes to location will impact ISO both prior to becoming a merged organization, and after.
 - Continued work to maintain an ISO Class 3 rating while taking steps towards re-attaining a Class 2 rating.

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- Continued to develop improvement strategies in the areas of training and reserve apparatus.
 - Continued discussions on exploring areas of River Road that hold a Public Protection Class of 1.
- **Objective D-5: Monitor and maintain compliance with all applicable federal and state safety, fire service and hazardous materials response regulations, in addition to technical rescue requirements and regulations.**
 - Continued to report on compliance with the Department of Health & Human Services standards and measures.
 - During the reporting period, 7.325 Springfield workdays were lost due to injury.
 - Performed training record audits for members of the Hazardous Materials Team.
 - Continued to report on compliance with DPSST certification criteria and ISO requirements.
 - Continued work with the International Association of Fire Chiefs (IAFC) and the International Association of Firefighters (IAFF) on the Wellness-Fitness Initiative (WFI) for Shift Operations personnel to reduce the risk of on-duty injuries and death.
 - Continued to monitor and maintain compliance with the American's with Disability Act (ADA).
 - Continued to update Metro SOPs to match industry standards.
 - Continued to keep up-to-date on current NFPA recommendations, and update practices and plans for the future.
- **Objective D-6: Maintain all required federal and state emergency medical service requirements.**
 - Completed retraining on the Health Insurance Portability and Accountability Act (HIPAA) for all personnel.
 - Continued to perform regular Centers for Medicare & Medicaid Services Clinical Laboratory Improvement Amendments (CLIA) Waivers. Current waiver kept on file at Springfield Fire & Life Safety.
 - Continued to review policies and procedures and to monitor department emergency medical service programs to ensure compliance with all federal and state requirements.
 - Continued to maintain compliance with all federal ambulance service regulations.
- **Objective D-7: Report on Fire Marshal's Office measurements.**
 - Lane Council of Governments (LCOG) staff are in the final stages of developing an ISO rating look-up program. Once this program is up and running, the link will be posted on the Metro departments' websites.
 - During the reporting period, Springfield Fire Marshal's Office staff spent 14 hours on fire prevention education.
 - During the reporting period, 50.1 percent of occupancies with fire protection systems were in compliance or verified as maintained in Eugene.

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- During the reporting period, 71 percent of occupancies with fire protection systems were in compliance or verified as maintained in Springfield.
- During the reporting period, 0.62 percent of regulated facilities (9,128) were inspected in Eugene.
- During the reporting period, 3.5 percent of regulated facilities (2,416) were inspected in Springfield.
- During the reporting period, 100 percent of Juvenile Firesetter referral service and/or intervention for youth requests were fulfilled in Springfield.
- During the reporting period, 79 percent of noted violations were left unabated in Eugene.
- During the reporting period, 22.8 percent of noted violations were left unabated in Springfield.
- During the reporting period, plan review turnaround time was 5.1 business days in Springfield.

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

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- **Objective E-1: Continue work on the Eugene/Springfield Merger Initiative.**
 - Extended the Intergovernmental Agreement (IGA) between the cities of Eugene and Springfield to continue work on the Eugene/Springfield Merger Initiative and functional consolidation through June 30, 2012.
 - Revised the IGA between the two City Manager's Offices to allow managers in Eugene Fire & EMS and Springfield Fire & Life Safety to fully handle personnel actions in both departments.
 - Signed Memorandum of Understanding (MOU) to merge the Metro departments Fire Marshal's Offices.
 - Participated in a series of meetings facilitated by the consultant Karen Ray & Associates, to work on addressing barriers in the areas of Finance, Human Resources and Information Technology, and to discuss potential cost savings of a merged organization.
 - The Deputy Chief of Shift Operations continued participation in work groups for establishing policies and procedures in the areas of Human Resources and Risk Services.
 - The EMS Chief (Eugene) position has been reorganized to place a greater emphasis on oversight of the Metro departments' EMS Section and direct supervision of the EMS Officer (Springfield).
 - Forming a Joint EMS Committee in progress.
 - Completed and published the first Metro Firefighter/EMT recruitment brochure.
 - Collaborated with Human Resources personnel from both Eugene and Springfield to develop a combined hiring/recruitment process for the Metro departments.
 - Planning for the second Metro Fire Recruit Academy in progress.
- **Objective E-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.**
 - Started work to combine field training methodologies that have been used in the past by the Metro departments to develop a program for future probationer training.
 - Collaborated with Human Resources personnel from both Eugene and Springfield to develop a combined hiring/recruitment process for the Metro departments.
 - Met with Lane Community College's EMT/Paramedic Program personnel, and offered field training seats for students to ride-along with crews assigned to the medic unit.
- **Objective E-3: Pursue funding opportunities to complete the training prop area (see Training Props Master Plan).**
 - Working in collaboration with Public Works personnel, made significant progress on connecting the Eugene Water & Electric Board (EWEB) vault to the tank farm. Once the project is complete, the vault and tunnel system will be used for underground confined space training purposes on the ESC Campus drill field.
 - Continued research on funding and props to complete the collapse prop, loading dock prop and Hazardous Materials (Tank Farm) training portion of the ESC Campus drill field.

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- **Objective E-4: Expand communication and relationship efforts with strategic partners.**
 - Continued to maintain strong communication and working relationships with strategic partners.
 - Continued to maintain a strong working relationship with Life Flight Network, as part of the efforts in working towards the larger vision of developing a regional fire, rescue and emergency medical services delivery system.
 - Maintained active participation and continued to strengthen relationships with the Lane Fire Defense Board.
 - Continued to look for and pursue opportunities to strengthen relationships and partner with other Eugene and Springfield City Departments.
 - Continued participation on the Lane County Local Emergency Planning Committee (LEPC).
 - Continued participation on the Lane County Health & Human Services Health Advisory Committee.
 - Held meetings with various local hospital stakeholder groups.
 - Continued to maintained strong working relationships with the following organizations: Oregon Fire Chiefs Association (OFCA), State EMS Committee, State Oregon Wireless Interoperability Network (OWIN), EMT Certification and Discipline Committee, OSAA, OFMAA, OFCA, Central Lane EMS Board, Medical Control Board, JLMRC and various citywide boards and committees.
 - Continued to work on increasing connections with local community groups.
- **Objective E-5: Work with educational institutions to develop fire and emergency medical services career paths and improve opportunities for professional development of incumbents.**
 - In collaboration with the Oregon Pacific Chapter of Red Cross, began work to develop career paths for First Aid Service Team (FAST) members. FAST is a group of youth and adult volunteer professional rescuers who provide first aid and first response care at community events, teach safety programs to elementary school students, and organize community service projects.
 - Met with Lane Community College's EMT/Paramedic Program personnel, and offered field training seats for students to ride-along with crews assigned to the medic unit.
 - Continued to develop a collaborative working relationship with key personnel from the University of Oregon.
 - Continued efforts to develop a collaborative working relationship with key personnel from Chemeketa Community College.
- **Objective E-6: Address interoperability issues with all other emergency response agencies.**
 - Participated in a full-scale interoperable exercise at Autzen Stadium that included personnel from the cities of Eugene and Springfield Police and Fire Departments, the

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University of Oregon's Department of Public Safety and Emergency Management, as well as the State of Oregon Emergency Management.

- Transitioning to a P25 narrowband fire dispatch with duplex (repeated) command frequencies radio system in progress. This project is approximately seven years in the making, and will be Federal Communications Commission (FCC) compliant until the next transition, which is scheduled for the year 2017.
- **Objective E-7: Collaborate with Eugene Police Department, Central Lane 9-1-1 to develop an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols.**
 - Continued to conduct a quality improvement review of type-specific calls.
 - Continued to perform an analytical review of specific calls that are of concern.

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- **Objective F-1: Support growth and development of all personnel.**
 - Conducted regular meetings with work group personnel.
 - Annual performance evaluations for all work group personnel continue, however some supervisors are slightly behind schedule.
 - All personnel from the Metro departments completed and passed courses IS-701.a, IS-702.a, IS-703.a and IS-704.a to maintain compliance with the Federal Emergency Management Agencies (FEMA) National Incident Management Systems (NIMS).
 - A female Firefighter is participating in the Engineer Development Program (EDP).
 - Continued to ensure that work group personnel complete all required training classes.
 - Continued to review current Seniority Lists to identify potential upcoming retirees and develop a list of potential candidates to fill future vacancies.
 - In collaboration with South Willamette Instructors Fire Training Association (SWIFTA), continued work to develop a Regional Fire Officer curriculum that will provide all participants with the same level of training at the end of the course, which ties into developing a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities.
 - Ongoing participation in the Springfield Organizational Leaders in Development (SOLID) is currently on hold due to budget constraints.
 - Completed training and first year probationary period for a Springfield Deputy Fire Marshal.
 - Began holding joint staff meetings between Springfield and Eugene Fire Marshal's Office staff, as part of the consolidation of the two workforces.
 - Planned a full orientation to Springfield for Eugene Fire Marshal's Office staff, as well as a full orientation to Eugene for Springfield Fire Marshal's Office staff.
 - Continued to work towards a Metro Chief Officer Development Program (CODP).
 - Continued to develop a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities, and to expand opportunities for operations personnel to AIC in key suppression roles.
 - Administrative Services Division staff completed Labor Relations training.
- **Objective F-2: Automate and maintain sworn personnel training records and annually evaluate status of qualifications and successor readiness.**
 - Continued to maintain sworn personnel training records.
 - Issued a Request for Proposal (RFP) for Records Management System (RMS) programs to enhance or replace the current in-house scheduling program. The new RMS will provide real-time audit capabilities, making automating and maintaining training records much more efficient.
- **Objective F-3: Pursue funding opportunities to support training and career development programs.**
 - Worked with labor to develop a Metro Company Officer Development Program, with an implementation date sometime within the second quarter of fiscal year 2012.

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- Objective F-4: Construct and operate a Command Training Center (CTC).**
 - Working in collaboration with Public Works personnel, made significant progress on connecting the Eugene Water & Electric Board (EWEB) vault to the tank farm. Once the project is complete, the vault and tunnel system will be used for underground confined space training purposes on the ESC Campus drill field, which will eventually be part of the CTC.
 - Last fiscal year, notification was received that the U.S. House of Representatives passed the Consolidated Appropriations Act of 2010, which included a \$150,000 Federally-funded earmark for Eugene's Regional Command Training and Simulation Center (CTC) project that was part of the fiscal year 2010 United Front priority list. The Senate passed the bill, and President Obama signed the bill into law. During fiscal year 2011, the Metro departments submitted a business plan for the Regional CTC project, which has passed all reviews to date for the Federal earmark funding (with no matching fund requirement). Lane County's Sheriff, Eugene's Police Chief and Eugene/Springfield's Fire Chief jointly decided to evenly divide the total award of \$648,000 between all three agencies projects, to get the projects up and running to a level to be able to demonstrate to the Federal government that the money has been spent appropriately, and then ask for additional funding to complete all three projects. The Federal earmark funding (now set at \$216,000) is in the process of being distributed, but is currently being held for further review before being released. Additionally, the conference room at Fire Station 1 has been identified as a location for the Regional CTC, because it can be easily reconfigured to meet the needs for a temporary CTC location. Work also continues to identify other funding sources, and to determine the necessary remaining components for the Regional CTC.

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- **Objective G-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., SharePoint, RMS, E-LOG, etc.).**
 - Conducted regular meetings with work group personnel.
 - Conducted regular meetings that included all section personnel.
 - Encouraged personnel to participate in Eugene's All City employee meetings.
 - The Chief of Departments held 1:1 promotional discussion meetings with personnel that received a promotion.
 - Issued a Request for Proposal (RFP) for Records Management System (RMS) programs to enhance or replace the current in-house scheduling program.
 - The Fire Marshal's Office received equipment from the Permit and Information Center to serve as a test site to evaluate an online fire protection reporting service for contractors to upload records.
 - In lieu of holding Company Officers' meetings, the Chief of Departments conducted site visits to station crews as his schedule allowed.
 - Held monthly Metro Command meetings.
 - Provided Springfield Battalion Chiefs with access to E-LOG and CEShare.
- **Objective G-2: Strengthen relationships between operations, fire prevention and administrative services personnel.**
 - Held bimonthly Metro Fire Leadership Team meetings, and provided all personnel with links to meeting summaries.
 - Participated in a combined picnic hosted by the Eugene Police and Eugene Fire & EMS Departments' Benevolent Associations.
 - Provided opportunities for personnel to participate on special projects, and to participate in community events.
 - Station 13 crews worked in collaboration with Fire Marshal's Office Division personnel to address a variety of issues on the University of Oregon campus.
- **Objective G-3: Conduct regular meetings with Metro work groups.**
 - Implemented regular Administrative Services Division staff meetings with Senior Staff.
 - Began to develop a Metro events and meetings tracking calendar on CEShare.
 - Held weekly Senior Staff meetings.
 - Held weekly Administrative Services Division section meetings.
 - Held weekly Fire Marshal's Office Division meetings, alternating between cities.
 - Held weekly EMS and Community Relations Division section meetings.
 - Held monthly Safety Committee meetings.
 - Held monthly Joint Labor/Management Relations Committee (JLMRC) meetings.
 - Held monthly Metro Command meetings.
 - Held bimonthly Metro Fire Leadership Team meetings.
 - In lieu of holding Company Officers' meetings, the Chief of Departments conducted site visits to station crews as his schedule allowed.

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- **Objective G-4: Provide all personnel with links to meeting notes.**
 - Provided all personnel with links to Metro Fire Leadership Team meeting summaries.

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective H-1: Research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards.**
 - Started work to reconvene the Ambulance Transport System (ATS) Joint Elected Officials (JEO) Task Force to address ambulance transport system funding issues at a policymaker level.
 - Started work to ask the Mayor and City Council to adopt an ordinance to impose fire and emergency medical services response fees when fire or emergency medical services personnel respond to incidents involving out-of-area persons who are not members of the FireMed Ambulance Membership Program or a reciprocating FireMed program.
 - Performed monthly internal quality assurance audits on ambulance billing to ensure the departments are billing for the appropriate level of service being provided. Continued work to develop a report.
 - Reporting will continue to be difficult until Eugene Fire & EMS and Springfield Fire & Life Safety become one organization, and both use the same reporting systems.
 - A proposal for the Mobile Health Services (MHS) system has been submitted. The Metro departments are awaiting notification on funding.
 - Continued to monitor the impact of Rural Metro Ambulance.
 - Continued ongoing analysis of service delivery and costs.
 - Continued to seek additional funding opportunities to support ambulance transport service.
- Objective H-2: Pursue funding opportunities to support anticipated infrastructure, program area and equipment needs of the departments.**
 - With tax revenue shortfalls, moving the fifth Springfield fire station from the serial levy to more stable funding support will be delayed.
 - With both City of Eugene and Springfield organizations continuing to experience increased budget deficits, the probability of securing internal funding sources is highly unlikely.
 - Last fiscal year, notification was received that the U.S. House of Representatives passed the Consolidated Appropriations Act of 2010, which included a \$150,000 Federally-funded earmark for Eugene's Regional Command Training and Simulation Center (CTC) project that was part of the fiscal year 2010 United Front priority list. The Senate passed the bill, and President Obama signed the bill into law. During fiscal year 2011, the Metro departments submitted a business plan for the Regional CTC project, which has passed all reviews to date for the Federal earmark funding (with no matching fund requirement). Lane County's Sheriff, Eugene's Police Chief and Eugene/Springfield's Fire Chief jointly decided to evenly divide the total award of \$648,000 between all three agencies projects, to get the projects up and running to a level to be able to demonstrate to the Federal government that the money has been spent appropriately, and then ask for additional funding to complete all three projects. The Federal earmark funding (now set

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- **Objective H-3: Report on Fire Contracts measurements.**
 - For fiscal year 2011, \$1,563,247 in annual fire contracts value to Springfield General Fund was received.
 - For fiscal year 2012, \$1,626,118 in annual fire contracts value to Springfield General Fund is projected.
- **Objective H-4: Report on FireMed Membership Program measurements.**
 - During the reporting period, a FireMed net contribution of \$138,576 was made to the Springfield Ambulance Fund.
 - During the reporting period, (\$31,192) in JobCare Revenue was received.
 - During the reporting period, there was a (28.1) percent in FireMed growth in market share of eligible households.
 - During the reporting period, the FireMed cost per membership sold was \$16.19.
 - During the reporting period, a Net Enterprise contribution of \$175,245 was made to the Springfield Ambulance Fund.
 - During the reporting period, there were 21 ambulance billing client jurisdictions.
 - During the reporting period, ambulance bills spent 47.8 days in Springfield accounts receivable.
 - During the reporting period, the ambulance net collection in Springfield was 70.4 percent.
 - During the reporting period, the ambulance net collection on non-Springfield billing customers was 72.96 percent.
 - During the reporting period, 17.53 percent of Springfield Fire & Life Safety General Fund dollars were offset by revenues (operating permits and fire contracts).
 - During the reporting period, the value of Springfield Fire & Life Safety operating permits issued was \$129,800

